Greetings from Omaha, Nebraska
Positioning Smaller Communities for a Prosperous Future:
Framing the Issue.

Joseph Minicozzi, AICP
DNA
Always the beautiful answer who asks a more beautiful question.

E.E. Cummings
1894-1962
We’re blending what we see but we aren’t allowing ourselves to be victimized by what we see.

Billy Beane
General Manager
Oakland Athletics
Things Change...
Things Change…

The 3 T’s - Trains, Tourism, & Tuberculosis
Pack Square, looking East, Asheville, N.C.
During the 1920’s

- Asheville grew by 20% population/year
- Achieved the highest debt per capita in the entire US
- Second largest city in NC, larger than Charlotte
- City thought it had $5M in bank, but when the audit on the bank happened, it was discovered to only be $18,000
- 3 days after the elected officials were indicted, the Mayor committed suicide
Asheville has squandered fabulous sums.
They’ve flung away the earnings of a lifetime.
They’ve mortgaged those of a generation to come.
They have ruined a city,
and in doing so,
have ruined themselves, their children, and their children’s children.
The Decline Began in the 50’s & 60’s
Development outside of downtown was encouraged by the new expressways.
Asheville's expressway development outside of downtown was encouraged by the new expressways.
The 73 acre Asheville Mall
In the 70’s and 80’s our downtown died
OUR ANSWER WAS...

....ALUMINUM
In the 70’s and 80’s our downtown died.

Asheville’s de facto motto was:

“That will never work here - don’t even try.”
Community Leaders With An Urban Vision

John Lantzius

Helped with effort to fight downtown mall proposal

Community Event Supporter

Lexington Streetscape

Mixed-use investments

Lexington Park Banners
Mayor Lou Bissette

Doug Bean, City Manager

Ken Michalove

Norma Price

Wilma Bratton

Russ Martin

Robin Daniel

James Geter

Bob Carr

Dr. John Grant

Barbra Field

Rick Ramsey

Doug Bean, City Manager

Leslie Anderson

Community Leaders With An Urban Vision
1928 - 11/19/1994

AB Vision Project

The Urban Trail

1st Market Rate Housing in 50 Years

WCQS

Downtown Streetscape Plan

Urban Design Vision Plan

Pack Place Museum

Roger McGuire
Community Leaders With An Urban Vision
1941 - 11/19/2001

Julian Price

Public Interest Projects

Salsa's & Zambras

Urban3

The Dogwood Fund

The Orange Peel

51 Biltmore

The Public Service Building

City Watch

The Mountain Xpress

the Alternative Reading Room

The Laughing Seed
Among cities with no particular recreational appeal, those that have preserved their past continue to enjoy tourism. Those that haven’t receive almost no tourism at all. Tourism simply doesn’t go to a city that has lost its soul.

Arthur Frommer
Top Travel Destinations of 2007

Asheville: #5 of the top 12

Located in the Smoky Mountains, Asheville is a small college town with a thriving arts, culture, and gay & lesbian scene. It is home to the Biltmore Estate, the Thomas Wolfe Memorial, and Carl Sandburg's birthplace in nearby Flat Rock. Recently, Asheville has been drawing literati and celebrities who had gravitated to New Orleans as a hub of culture. With the Blue Ridge Parkway nearby, the area is also great for driving tours and shopping trips to numerous crafts and pottery shops (we suggest picking up a hand-made broom).
Get a taste of Asheville while it still feels local and before it goes global. On the edge of the alluring Smoky Mountains, the food and drink scene of the recently dubbed “Beer City USA” is the perfect compliment to the scenery. You'll find over 30 galleries and 20 music venues devoted to everything from folk pieces to modern mash-ups.
How do we talk about the numbers?
Asheville CBD Taxable Value

1991: $104,000,000
2000: $350,000,000
2007: $552,000,000
2010: $665,000,000
For 40 years this building remained vacant...... its tax value in 1991 was just over $300,000.

Today the building is valued at over $11,000,000 an increase of over 3500% in 15 years

The lot is less than 1/5 acre
A *corporation* is a formal business association with a publicly registered charter recognizing it as a separate legal entity having its own privileges, and liabilities distinct from those of its members. There are many different forms of corporations, most of which are used to conduct business.

**Incorporation** is the forming of a new corporation. The corporation may be a business, a non-profit organization, sports club, or a *government* of a new *city* or *town*. 

Corporation(s)
Walmart

34.0 Acres
220,000 sf Building
$20,000,000 Tax Value
$590,000 Value/Acre

0.19 Acres
54,000 sf Bld
$11,000,000 Tax Value
$58,900,000 Value/Acre

Downtown

My House

0.13 Acres
1 unit (2 people + 2 dogs)
$232,000 Tax Value
$1,800,000 Value/Acre
Walmart

- 34.0 Acres
- 220,000 sf Building
- $20,000,000 Tax Value
- $590,000 Value/Acre

Downtown

- 0.19 Acres
- 54,000 sf Bld
- $11,000,000 Tax Value
- $58,900,000 Value/Acre

My House

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- $232,000 Tax Value
- $1,800,000 Value/Acre
**Walmart**

- 34.0 Acres
- 220,000 sf Building
- $20,000,000 Tax Value
- $590,000,000 Value/Acre
- $6,500 Property Taxes/Acre

---

**Downtown**

- 0.19 Acres
- 54,000 sf Bld
- $11,000,000 Tax Value
- $58,900,000 Value/Acre
- $634,000 Property Taxes/Acre

---

**My House**

- 0.13 Acres
- 1 unit (2 people + 2 dogs)
- $232,000 Tax Value
- $1,800,000 Value/Acre
- $19,542 Property Taxes/Acre
Property Taxes as a Crop

Wheat

- 34.0 Acres
- 220,000 sf Building
- $20,000,000 Tax Value
- $590,000 Value/Acre

- $6,500 Taxes/Acre

Cannabis

- 0.19 Acres
- 54,000 sf. Bld
- $11,000,000 Tax Value
- $58,900,000 Value/Acre

- $634,000 Taxes/Acre

Soybeans

- 0.13 Acres
- 1 unit (2 people + 2 dogs)
- $232,000 Tax Value
- $1,800,000 Value/Acre

- $19,542 Taxes/Acre
Property + Retail Sales Taxes

$77,000,000
Retail Sales

34.0 Acres
220,000 sf Building
$20,000,000 Tax Value
$590,000 Value/Acre

$6,500 Taxes/Acre
$3,300 to City

0.19 Acres
54,000 sf Bld
$11,000,000 Tax Value
$58,900,000 Value/Acre

$634,000 Taxes/Acre
$330,000 to City
Property + Retail Sales Taxes

$77,000,000 Retail Sales

$0.0775 Sales Tax
of which
27% City return

34.0 Acres
220,000 sf Building
$20,000,000 Tax Value
$590,000 Value/Acre

$6,500 Taxes/Acre
$3,300 to City

0.19 Acres
54,000 sf Bld
$11,000,000 Tax Value
$58,900,000 Value/Acre

$640,000 Taxes/Acre
$330,000 to City
Property + Retail Sales Taxes

$77,000,000
Retail Sales

$47,500
Sales Tax

City return

34.0 Acres
220,000 sf Building
$20,000,000 Tax Value
$590,000 Value/Acre

$6,500 Taxes/Acre
$3,300 to City

0.19 Acres
54,000 sf. Bld
$11,000,000 Tax Value
$58,900,000 Value/Acre

$640,000 Taxes/Acre
$330,000 to City
Asheville Wal-Mart

Downtown

$ 50,800
Total Taxes/Acre to City

$330,000
Property Taxes/Acre to City
Asheville Wal-Mart

$50,800
Total Taxes/Acre to City

Downtown

$414,000
Total Taxes/Acre to City
Jobs per Acre

Asheville
Wal-Mart

200 jobs @ 34.0 Acres

5.9

Downtown

14 jobs @ 0.19 Acres

73.7
<table>
<thead>
<tr>
<th></th>
<th>Asheville Wal-Mart</th>
<th>Downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Land Consumed (Acres):</strong></td>
<td>34.0</td>
<td>00.2</td>
</tr>
<tr>
<td><strong>Total Property Taxes/Acre:</strong></td>
<td>$ 6,500</td>
<td>$634,000</td>
</tr>
<tr>
<td><strong>City Retail Taxes/Acre:</strong></td>
<td>$47,500</td>
<td>$ 83,600</td>
</tr>
<tr>
<td><strong>Residents per Acre:</strong></td>
<td>0.0</td>
<td>90.0</td>
</tr>
<tr>
<td><strong>Jobs per Acre:</strong></td>
<td>5.9</td>
<td>73.7</td>
</tr>
</tbody>
</table>
Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre

- Undeveloped: $30
- Biltmore Estate: $135
- County Residential: $1,236
- City Residential: $1,716

Residential
Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre

<table>
<thead>
<tr>
<th>Category</th>
<th>Tax Yield per Acre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undeveloped</td>
<td>$30</td>
</tr>
<tr>
<td>Biltmore Estate</td>
<td>$135</td>
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<tr>
<td>County Residential</td>
<td>$1,236</td>
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<tr>
<td>City Residential</td>
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</tr>
<tr>
<td>City - Commercial</td>
<td>$2,406</td>
</tr>
<tr>
<td>Asheville Mall</td>
<td>$7,995</td>
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</tbody>
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Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre

- Undeveloped: $30
- Biltmore Estate: $1,236
- County Residential: $1,716
- City Residential: $2,406
- City - Commercial: $7,995
- Asheville Mall: $7,059
- CBD 1-2 Story Office: $18,109
- CBD 2-4 Story Apts.: $44,887
- CBD Mixed-Use 3-4 Stories
- CBD Mixed-Use 6+ Stories: $250,125

Joe Minicozzi, AICP - Public Interest Projects: Asheville NC
The Sarasota, FL Case Study
Sarasota County Property Tax Revenue Profile: 2008 Tax Yield per Acre

- **Average values per Board of Realtors**

<table>
<thead>
<tr>
<th>Property Type</th>
<th>Tax Yield per Acre</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Single-Family*</td>
<td>$3,651</td>
</tr>
<tr>
<td>County Multi-Family*</td>
<td>$7,807</td>
</tr>
<tr>
<td>City Single-Family*</td>
<td>$8,211</td>
</tr>
<tr>
<td>Walmart Supercenter</td>
<td>$8,374</td>
</tr>
<tr>
<td>Westfield Sarasota Square Mall</td>
<td>$10,579</td>
</tr>
<tr>
<td>Sarasota Crossings</td>
<td>$13,019</td>
</tr>
<tr>
<td>Burger King at I-75</td>
<td>$15,458</td>
</tr>
<tr>
<td>Westfield Southgate Mall</td>
<td>$21,752</td>
</tr>
<tr>
<td>33 South Palm Avenue</td>
<td>$92,500</td>
</tr>
<tr>
<td>Orange Blossom Tower</td>
<td>$790,452</td>
</tr>
<tr>
<td>1350 Main Street</td>
<td>$1,195,740</td>
</tr>
</tbody>
</table>

*Joe Minicozzi, AICP - Public Interest Projects: Asheville NC*
Do we balance out the cost?

<table>
<thead>
<tr>
<th>Balance Sheet</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at 31 December 2005</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2011</th>
<th>2004</th>
<th>2000</th>
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<tr>
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Note: The table above represents a balance sheet as of 31st December 2005.
THE SEARCH FOR EFFICIENT URBAN GROWTH PATTERNS:

A Study of the Fiscal Impacts of Development in Florida
# TOTAL EXTERNAL CAPITAL PUBLIC FACILITY COSTS

(Per Single Family Dwelling Unit)

<table>
<thead>
<tr>
<th>Rank</th>
<th>DSA</th>
<th>Urban Form</th>
<th>Unit Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Downtown</td>
<td>Compact</td>
<td>$9,251</td>
</tr>
<tr>
<td>2</td>
<td>Southpoint</td>
<td>Contiguous</td>
<td>$9,767</td>
</tr>
<tr>
<td>3</td>
<td>Countryside</td>
<td>Contiguous</td>
<td>$12,693</td>
</tr>
<tr>
<td>4</td>
<td>Cantonment</td>
<td>Scattered</td>
<td>$15,316</td>
</tr>
<tr>
<td>5</td>
<td>Tampa Palms</td>
<td>Satellite</td>
<td>$15,447</td>
</tr>
<tr>
<td>6</td>
<td>University</td>
<td>Linear</td>
<td>$16,260</td>
</tr>
<tr>
<td>7</td>
<td>Kendall</td>
<td>Linear</td>
<td>$16,514</td>
</tr>
<tr>
<td>8</td>
<td>Wellington</td>
<td>Scattered</td>
<td>$23,960</td>
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AVERAGE $14,901

TOTAL EXTERNAL CAPITAL PUBLIC FACILITY COSTS

(Per Single Family Dwelling Unit)

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<td></td>
<td>AVERAGE</td>
<td></td>
<td>$14,901</td>
</tr>
</tbody>
</table>
357 Units
569,928 sf
$18.9 M
30.6 acres

197 Units
108,200 sf
$193.35 M
1.9 acres

357 Units
569,928 sf
$18.9 M
30.6 acres

NW Corner of Fruitville & I-75
Evaluating 357 multi-family units in Sarasota County

Downtown Sarasota

100 Marlin Lakes Circle
Evaluating 357 multi-family units in Sarasota County

Downtown Sarasota

100 Marlin Lakes Circle
Evaluating 357 multi-family units in Sarasota County

- Downtown Sarasota
- 100 Marlin Lakes Circle

<table>
<thead>
<tr>
<th>Expense</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Consumed (acres)</td>
<td>Infrastructure Cost</td>
</tr>
<tr>
<td>30.6</td>
<td>$10.0 M</td>
</tr>
<tr>
<td>3.4</td>
<td>$5.7 M</td>
</tr>
</tbody>
</table>

Joe Minicozzi, AICP - Public Interest Projects: Asheville NC
Evaluating 357 multi-family units in Sarasota County

Downtown Sarasota

100 Marlin Lakes Circle

Land Consumed (acres) | Infrastructure Cost | County Tax Yield (per year)

3.4 | $10.0 M | $238,529

30.6 | $5.7 M | $1,980,900
Evaluating 357 multi-family units in Sarasota County

Expense

- Land Consumed (acres): 30.6
- Infrastructure Cost: $10.0 M
- Infrastructure Cost: $5.7 M
- Payback Period (years): 42

Revenue

- County Tax Yield (per year): $238,529
- County Tax Yield (per year): $1,980,900
Evaluating 357 multi-family units in Sarasota County

<table>
<thead>
<tr>
<th>Expense</th>
<th>Land Consumed (acres)</th>
<th>Infrastructure Cost</th>
<th>County Tax Yield (per year)</th>
<th>Payback Period (years)</th>
<th>County ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30.6</td>
<td></td>
<td>$238,529</td>
<td>42</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>3.4</td>
<td>$10.0 M</td>
<td>$1,980,900</td>
<td>3</td>
<td>17.6%</td>
</tr>
<tr>
<td>Expense</td>
<td>Revenue</td>
<td>County Tax Yield</td>
<td>Payback Period</td>
<td>County ROI</td>
<td>Generated Return per $1,000 Public Investment</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------</td>
<td>------------------</td>
<td>----------------</td>
<td>-----------</td>
<td>--------------------------------------------</td>
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<td>$238,529</td>
<td>30.6</td>
<td>2%</td>
<td>$238</td>
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<td>Infrastructure Cost</td>
<td>$5.7 M</td>
<td>$1,980,900</td>
<td>42</td>
<td>17.6%</td>
<td>$1,756</td>
</tr>
<tr>
<td>Payback Period (years)</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>County ROI</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Evaluating 357 multi-family units in Sarasota County

Cumulative - at year 20

Cumulative Revenue

Revenue

Expense

Net

$33,921,713

-$5,240,408

Urban

Suburban

100 Marlin Lakes Circle

Downtown Sarasota

Joe Minicozzi, AICP - Public Interest Projects : Asheville NC
**Developer Costs**
- Land Cost
- Permitting
- Drawings
- Marketing
- Profit

**Hard Costs**
- Buildings
- Road & Sidewalks
- Sewer
- Water

**Government Service Cost**
- Police
- Fire
- Government
- Schools
- Economic balance

**Hard Costs**
- Roads to here
- Public buildings
- Parks
- Sewer
- Water
Growth numbers for 2000-2025
23,454,000 Million Households
Growth numbers for 2000-2025
23,454,000 Million Households